

THE CENTRAL FREE DISPENSARY OF WEST CHICAGO

at

Rush Medical College

TWO YEARS' REPORT
1925—1926

Containing the Address of the
President of the Board of Directors
at its Annual Meeting, Jan., 19, 1927

*Endorsed by the Chicago Association of Commerce Subscription
Investigating Committee for the regular period
ending November 30, 1927*

1748 WEST HARRISON STREET
CHICAGO

TELEPHONE WEST 2880

The Central Free Dispensary of West Chicago

Organized May 4, 1867

Incorporated April 11, 1873

OFFICERS AND BOARD OF DIRECTORS

(January, 1927)

Officers

George E. Shambaugh, M.D.	President
Oliver S. Ormsby, M.D.	First Vice-President
Harry E. Smoot	Second Vice-President
James H. Harper	Secretary
Henry W. Austin	Treasurer

Directors

Term Expires January, 1928

Henry W. Austin	John M. Dodson, M.D.
Asa Bacon	James H. Harper
Gertrude Howe Britton	Robert H. Herbst, M.D.

Term Expires January, 1929

Arthur Dean Bevan, M.D.	James B. Herrick, M.D.
Frank Billings, M.D.	Charles S. Reed
Richard T. Crane, Jr.	George O. Fairweather

Walter G. Zoller

Term Expires January, 1930

Ernest E. Irons, M.D.	Wilber E. Post, M.D.
Jacob M. Loeb	George E. Shambaugh, M.D.
S. J. Larned	Harry E. Smoot
Oliver S. Ormsby, M.D.	William H. Wilder, M.D.

Executive Committee

George E. Shambaugh, M.D., Chairman
James B. Herrick, M.D. Oliver S. Ormsby, M.D.

Finance Committee

Harry E. Smoot, Chairman
Charles S. Reed Gertrude Howe Britton

Membership Committee

William H. Wilder, M.D., Chairman
James H. Harper Asa Bacon

Superintendent

Dr. George W. DuVall

Director of Social Service

Valeria D. McDermott

Supervisor of Nurses

Mrs. Lucille Robbins

Secretary and Statistician

Hattie Brack

HOURS OF ADMISSION TO CLINICS

Morning

	Receiving Hours
General Medicine (daily by appointment).....	8:00 to 9:00
Kidney Diseases (Tues., Wed., Fri. and Sat.) by appointment	8:00 to 9:00
Stomach and Intestinal (daily by appointment).....	8:00 to 9:00
Asthma (Wed. and Sat.) (by appointment).....	8:00 to 9:30
Arthritis (Tues. and Fri.).....	8:00 to 9:00
Diabetes (Thurs.)	8:30 to 9:30
Heart Diseases (daily).....	8:30 to 9:30
Nervous Diseases (daily on appointment).....	8:30 to 9:30
Surgery (daily)	10:30 to 12:00
Orthopedic (Tues. and Fri.).....	8:00 to 9:00
Diseases of Women (including gonorrhea) (daily).....	10:30 to 12:00
Pre-Natal (Mon., Tues., Fri. and Sat.).....	10:30 to 12:00
Children's Diseases (under 12 years) (daily).....	8:30 to 9:30
Infant Feeding (Mon., Wed. and Thurs.).....	8:30 to 9:30
Nutrition (Wed., ages 2 to 6; Sat., 6 to 14).....	8:30 to 9:30
Nutrition (Tues. evening) ages 14 to 16.....	6:30 to 8:30
Orthogenic (Tues. and Fri. by appointment).....	
Physio-Therapy (daily)	8:30 to 4:00
Dentistry (daily)	9:30 to 11:00
Basal Metabolism (Wed. and Sat. by appointment).....	8:00 to 8:30

Afternoon

Massage (Wed. and Sat.).....	1:00 to 3:00
Throat, Nose and Ear (daily).....	1:00 to 3:00
Eye (daily)	1:30 to 3:00
Skin Diseases (daily).....	1:30 to 3:00
Syphilis (daily)	1:00 to 3:00
Syphilis (Children—Tues. and Sat.).....	1:00 to 3:00
Defects of Speech (new patients by appointment Mon. and Thurs.)	1:30 to 3:00
Genito-Urinary Diseases (daily).....	3:00 to 4:00

Evening

Industrial Clinics for Working People, Tues. and Fri.	
General Medicine	6:30 to 8:00
Heart Diseases	6:30 to 8:00
Nervous Diseases	6:30 to 8:00
Surgery	6:30 to 8:00
Diseases of Women (including gonorrhea).....	6:30 to 8:00
Nutrition—Ages 14 to 16 (Tues. evening).....	6:30 to 8:00
Dentistry	6:30 to 8:00
Throat, Nose and Ear.....	6:30 to 8:00
Syphilis	6:30 to 8:00
Skin Diseases	6:30 to 8:00
Genito-Urinary Diseases	6:30 to 8:00

Medical Staff

The medical staff connected with the Central Free Dispensary at Rush Medical College give their time and skill to the patients coming to the clinics for the diagnosis and treatment of their physical disabilities. Without the gratuitous service of these physicians the Dispensary could not maintain itself as the cost would be prohibitive. During 1926 the total attendance aggregated 107,158 visits; an average of 346 a day for each day that the Dispensary was open during the year. The large daily attendance signifies the sacrifice made by the physicians in charge of the clinics, and also indicates the satisfaction of patients with the medical skill provided by the Dispensary and Rush Medical College for them.

STAFF

General Medicine

Dr. James B. Herrick
Dr. T. G. Walsh
Dr. F. O. Frederickson
Dr. R. I. Harris
Dr. M. Simkin
Dr. J. E. Allegretti
Dr. M. R. Lichtenstein
Dr. Wayne Brandstadt
Dr. A. E. Mahle
Dr. L. C. Gatewood
Dr. R. W. Trimmer
Dr. F. L. Foran
Dr. J. Treiger
Dr. W. Simkin
Dr. E. G. Vrtiak
Dr. R. S. Lang
Dr. J. S. Ashby
Dr. H. Hiekman
Dr. M. A. Kemper
Dr. E. J. Stieglitz
Dr. A. B. Rimmerman
Dr. H. L. Huber
Dr. M. Ortmyer
Dr. M. O. Cole

Pediatrics

Dr. Clifford G. Grulee
Dr. E. I. Leslie
Dr. E. W. Ehrmann
Dr. C. T. Heidel
Dr. C. K. Stulik
Dr. J. J. Zavertnik

Dr. J. A. Gardiner
Dr. R. T. VanTuyt
Dr. N. C. Niblack

Cardiac

Dr. S. R. Slaymaker
Dr. S. P. Anthony
Dr. M. P. Gethner
Dr. F. W. Burcky
Dr. F. F. Chesley
Dr. J. J. Hesser
Dr. G. L. Laing
Dr. M. H. Austin
Dr. Earl Zaus
Dr. W. L. Buhrman

Neurology

Dr. Thor Rothstein
Dr. J. C. Gill
Dr. H. G. Hardt
Dr. V. E. Gonda
Dr. P. Bassoe
Dr. L. Avery
Dr. H. Hoffman
Dr. D. B. Rotman
Dr. J. Favill

Analytical Psychology

Dr. M. G. Schroeder

Orthogenic

Dr. Josephine E. Young

STAFF—*Continued***Surgery**

Dr. Arthur Dean Bevan
Dr. G. H. Jackson
Dr. J. J. Ireland
Dr. Julius Mussill
Dr. D. M. Rider
Dr. E. J. Berkheiser
Dr. M. Joannides
Dr. H. Myer
Dr. F. Strauss
Dr. W. J. Potts
Dr. F. Theis

Gynecology and Obstetrics

Dr. Noble S. Heaney
Dr. P. C. Fox
Dr. E. D. Allen
Dr. T. E. Holmes
Dr. F. E. Jones
Dr. G. Cotts
Dr. F. W. Rohr
Dr. G. F. Hibbert
Dr. A. G. Gabriel
Dr. G. H. Artis
Dr. Jas. A. Gough

Nutrition

Dr. Clifford G. Grulee
Dr. R. H. Graham
Dr. F. W. Allin

Diabetic

Dr. Rollin T. Woodyatt
Dr. A. R. Colwell

Infant Feeding

Dr. C. E. Chase
Dr. R. Taylor
Dr. G. Barnett

Physiotherapy

Dr. Disraeli Kobak

Basal Metabolism

Dr. B. L. Linnell
Dr. T. G. Walsh

Dental

Dr. Frederick B. Moorehead

Dr. M. G. Killip

Dr. K. L. Thompson

Throat, Nose and Ear.

Dr. George E. Shambaugh
Dr. D. B. Hayden
Dr. E. W. Hagens
Dr. J. H. Holderman
Dr. G. A. Torrison
Dr. H. A. Haynes
Dr. A. L. VanDellam
Dr. R. W. Watkins
Dr. J. H. Roth
Dr. T. W. Lewis
Dr. E. Chainski
Dr. P. Moore
Dr. E. Russell
Dr. J. W. Buckingham
Dr. M. Meinzalora
Dr. W. J. Jonker
Dr. L. T. Curry
Dr. L. A. Kallen
Dr. E. Donahue

Eye

Dr. E. B. Fowler
Dr. E. G. Darling
Dr. J. G. Weber
Dr. M. B. Kneussel
Dr. O. F. Gustafson
Dr. R. C. Gamble
Dr. J. H. Beckman
Dr. H. A. Haynes
Dr. A. L. VanDellam
Dr. C. W. Rainey
Dr. H. Cohen
Dr. E. A. Brandt (Optician)
Dr. H. P. Davidson

Dermatology

Dr. Oliver S. Ormsby
Dr. M. H. Ebert
Dr. D. V. Omens
Dr. L. W. Avery
Dr. P. C. Waldo
Dr. V. E. L. Mrazek
Dr. M. S. Fink
Dr. K. B. Muir

STAFF—*Continued*

Dr. E. L. McEwen
Dr. C. W. Finnerud

Genito-Urinary

Dr. R. H. Herbst
Dr. H. J. Polkey
Dr. M. Clements
Dr. R. H. Cox
Dr. Thos. Cottrell

Dr. C. G. Weller
Dr. R. H. Johnstone
Dr. H. L. Kretschmer
Dr. E. Buckman
Dr. A. J. Sullivan
Dr. K. E. Barber

Speech

Dr. E. L. Kenyon

Industrial Clinics—6:30-8:00 P. M. Tuesday and Friday

Ear—Dr. R. W. Watkins

General Medicine—Drs. A. J. Peterson, W. F. Lyons, D. T. Proctor

Genito-Urinary—Drs. H. J. Polkey, R. H. Cox, C. G. Weller

Gynecology—Dr. G. H. Irwin

Neurology—Dr. R. Richter

Dermatology—Drs. N. S. Straus, J. H. Chivors

Nutrition—(Working Children, Tues. Eve.) Dr. A. H. Gibson

Dental—Dr. R. G. Kesel

Our Contributors

The Central Free Dispensary wishes to express its full appreciation for the continued financial support from its friends. The Dispensary could not carry on its program without their assistance. For many years the donations received from them have been the means of tiding our finances over difficulties, which is well demonstrated in the two financial reports for 1921 and 1926 on page 16. It will be noted that the small incomes derived from other sources and donations almost take care of the deficits that accrued between total expenditures and receipts from patients during the two years.

During the last two years a number of our contributors have passed from this field of labor. Their names have been removed from our list with deep appreciation and respect for the kindly assistance given to the Dispensary for the sick poor of Chicago.

Historical Sketch

Fifty-nine years ago a group of public-spirited citizens of Chicago founded the Central Free Dispensary. Their purpose was to establish an institution in which poor people who were ill might receive adequate medical attention. The need for this form of service for the less fortunate members of the community was greatly accentuated by the Chicago fire and the conditions incident thereto. At the time of this disaster, the increased need for medical relief led the Chicago Relief Society to organize another dispensary on the West Side. This institution was known as the Herrick Free Dispensary, united with the Central Free Dispensary in 1873, at which time the "Central Free Dispensary of West Chicago" was incorporated under the laws of the State of Illinois.

Two years after its incorporation, the Central Free Dispensary entered into an agreement with the trustees of Rush Medical College, according to the terms of which agreement the Dispensary receives the income from a fund left by the late John Phillips in 1869 to Rush Medical College to be held in trust for dispensary purposes and is provided with rooms in the buildings of Rush Medical College, for which it pays a nominal rental. The Dispensary agreed that its medical facilities were to be made available for medical education by Rush Medical College. This arrangement has worked greatly to the interests of the patients of the Dispensary, especially in the fact that the staff of the Dispensary is composed of members of the faculty of the College. During 1926 the Rawson Laboratory of Medicine and Surgery was completed. Three floors of the building were assigned to the Dispensary, which relieved the congestion in Senn Hall, providing ample accommodations for all the clinics in the Dispensary.

The affiliation of the Central Free Dispensary with Rush Medical College and its removal to its present location brought it into intimate co-operative relationship with Presbyterian Hospital. This has been of greatest value in the development of our service. Many patients coming to Central Free Dispensary are found to need hospital care. Our relationship to Presbyterian Hospital and our proximity to Cook County Hospital makes the arrangement of hospital care for our patients a comparatively simple matter.

For many years the administration of the affairs of the Dispensary was in hands of a committee of the Board of Directors, known as the Committee on Dispensary Work. Supervision of the Details of administration was given by Dr. John M. Dodson, Dean of Rush Medical College, and Mr. James

H. Harper, Registrar of the College. In 1914 the Board of Directors decided that the problems of the institution, especially its further development relative to the needs of the community, called for the employment of a superintendent.

John E. Ransom was the first superintendent and served from January, 1915, to September, 1919. Following Mr. Ransom, Bertha B. Bennett was superintendent from October, 1919, to December, 1920; Homer Sanger from January, 1921, to October, 1921, and Gertrude Howe Britton from October, 1921, to February 15, 1925, when she was succeeded by Dr. George W. DuVall, the present superintendent.

In April, 1903, when the School of Nursing was started in connection with the Presbyterian Hospital, a nurse was put in charge of the nursing service of the Central Free Dispensary. This nurse was appointed by Miss McMillan.

Our first head nurse was Miss Lottie Darling, a graduate of Lakeside Hospital in Cleveland.

Since 1903 the Nursing School has given to the Dispensary the services of student nurses. The Head Nurse has always been appointed by Miss McMillan, subject to the approval of the superintendent, an arrangement which has been entirely satisfactory. Until the Sprague Home became crowded beyond capacity the Head Nurse of the Dispensary was given residence in the Nurses' Home and, while that is no longer possible, the Nursing Home still assumes part of her expenses by taking care of her board and laundry. The Dispensary acknowledges the value of its nursing staff and the part it has taken in the development of the Central Free Dispensary.

In 1925, when Dr. Geo. W. DuVall became superintendent of the Dispensary, the Social Service Department was reorganized and the Associate Director, Valeria D. McDermott, became Director and assumed the responsibility of the Department under the general supervision of the Superintendent.

The purpose of a general medical dispensary is to minister to the needs of those in the community who cannot afford the services of a private physician. This may mean the working man or woman with a small earning capacity and a large family, or other heavy responsibilities; those who are unemployed over a long period of time and who are too self-respecting to call a physician when they cannot afford to pay for his services, or those who are unemployable because of chronic illness or disease. It is necessary in such cases for the doctor to have a knowledge of the home and environmental conditions, which may serve as a basis for a diagnosis of the disease, or

problem, or in a plan of rehabilitation. It is also necessary for the patient to carry out the medical treatment, and it is in this relationship of doctor to patient that medical social service is indispensable.

The Social Service Department of Central Free Dispensary has established itself as an important part in the rehabilitation of sick and indigent patients and deserves commendation for the active service it has rendered in the development of the clinics during the last ten years.

President's Address

Annual Meeting of the Board of Directors at the City Club,
January 19, 1927

By DR. GEORGE E. SHAMBAUGH

The primary aim of the Central Free Dispensary is to provide for the patients the most efficient service which we are able to render. We have the support of the most valuable asset available for an out-patient clinic, an association with a great medical teaching institution. Rush College provides the Dispensary with an efficient corps of medical men who supervise and direct the work in the Dispensary. Such a corps of medical workers could not possibly be brought together in any other way. The primary aim of the College in the out-patient clinic is identical with that of the Dispensary, for only so far as the Dispensary succeeds in its efforts to provide efficient services for the patient does it constitute an asset for medical instruction.

Out-patient clinics in this country have often failed to receive the attention which the importance of this work demands. They have been permitted to carry on in surroundings and with equipment which is only a sorry makeshift and it is not surprising, therefore, that work in our out-patient clinics has failed to develop in efficiency comparable with work in the hospitals. A properly equipped and properly conducted out-patient clinic will render hospitalization unnecessary for many patients who are now sent into the hospital and in this way would relieve very greatly the strain upon hospital beds and be a means of economic saving for the patients.

Progress in the development of the efficiency of the work in the Central Free Dispensary has been most satisfactory. Some idea of this progress may be gained from the following figures: the total number of admissions to the Dispensary in 1912 approximated 49,000. This had increased in 1916 to 65,000, and in 1926 the admissions totaled 107,142.

A better idea, perhaps, of the development in the efficiency of our work can be gained from figures showing the increased cost of running the Dispensary. Although the number of admissions has practically doubled during the past ten years, this increase has been a relatively minor factor in the increased cost of the services rendered. The increased cost of running the Dispensary is the result of efforts to increase the efficiency of service.

The total expenditures for running the Dispensary in 1916 were \$20,423.00. For the year just ended the total expenditures were \$94,000. The number of employees in the Dispensary in

1917 was nineteen and the average monthly pay roll at that time was \$1,304.00. The number of employees in 1926, counting the evening clinics, totaled sixty-seven and the average monthly pay roll is now \$5,121.34. From these figures it is seen that although the number of admissions in 1926 had not quite doubled what they were in 1916, yet the total cost of running the Dispensary has increased about five fold.

One of the items which has increased our expenditures is that for trained nurses. In 1916 we employed one trained nurse at a salary of \$600.00. At the present time we employ three full-time trained nurses with a monthly budget of \$386.00.

Another important item has been the Social Service Department. In 1917 we employed four social service workers at a cost of \$331.33 per month. At present we have nine social service workers and in addition one clerk and one stenographer classified as employees in the Social Service Department. The monthly budget of this department amounts to \$1,503.34. Here alone is an annual expenditure of over \$18,000, whereas in 1916 the total expenditures for the entire Dispensary amounted to only \$20,423.00.

These figures, showing the increased cost in running the Dispensary give, after all, but an inadequate idea of the increased efficiency of our work during the last ten years, nor does the increase in the number of nurses and social service workers carry to one who is not familiar with the actual work going on in the Dispensary any adequate conception of the importance of these people to the Dispensary work. The nurses and social service workers constitute in a large measure the directing forces in our Dispensary. It is they who prevent the development of chaos in the increasing number of patients. In spite of the doubling of admissions since 1916, the work in all departments is now going on in a much more orderly fashion and with greater efficiency than ever before. It would be impossible without consuming entirely too much time to go into the details of the duties of these workers, but it is apparent to everyone familiar with the work that it would be quite impossible to carry on without their help.

The figures which we have just given do not begin to represent the entire outlay in running the Dispensary. The College, whose interest in our work is vital, undertakes to house the Dispensary while we make only a nominal payment of \$24.00 annually for rent. Prior to the erection of the Rawson Building the Dispensary occupied as the years passed, an increasing amount of floor space in Senn Hall until we ultimately occupied approximately 13,000 square feet. With the completion of the Rawson Building, the college has turned over forty per

cent of the floor space in the new building for Dispensary purposes, that is, an additional 21,000 square feet or three times the space we were occupying only two years ago. I would also call attention in this connection to the expenditure of the College for new equipment in the Dispensary. During the past two years \$20,000 has been expended in this way. In several departments, moreover, additional funds have been raised from outside sources for equipment. For example, in the Department of Otolaryngology during the past year the sum of \$3,387.00 has thus been raised.

The increased floor space provided by the College for the Dispensary has necessitated a large increase in general overhead under the caption of heating, lighting, telephone, elevator and janitor services, all of which the College has undertaken to provide, the Dispensary making a contribution to the general overhead of \$5,800.00 annually. It is apparent, therefore, that without considering the corps of one hundred twenty-five physicians serving in the Dispensary without pay, provided by the College, it would be quite impossible for the Dispensary to operate without the assistance received from the College. As a matter of fact, the obligation is mutual, for neither would it be possible for the College to operate without the Dispensary.

I have already pointed out that the actual expenditures for which the Board of Directors of the Dispensary assumes the responsibility amounted in 1926 to \$94,000. Increased expenditures are sure to be required to carry out the expansion which our work calls for. For example, the Social Service Department at present is the same as to numbers as it was four years ago, whereas the admissions have increased during this period by 14,000. It would seem likely, therefore, that the present staff of social service workers is hardly sufficient to carry on the work with that efficiency which each department wishes. A definite need for additions to the Social Service Department is already felt. The director of the Department requests a clerk for writing up the case records and the clerical work in the larger clinics such as General Medicine, Otolaryngology and Ophthalmology. Two additional social service workers are needed now, one to be assigned to the Skin and Surgery Clinics, the other to the Diabetes and Obstetric Clinics.

It is not possible for the Dispensary to make out a definite budget, since our sources of income are indefinite, for we can not tell what is going to be contributed by friends of the Dispensary nor what our actual income derived from contributions from patients is going to be. One thing is certain—in hard times, the income from both of these sources will shrink.

In view of these facts it is clear that our present working surplus of \$6,000 is not sufficient. We should aim as soon as possible to increase this amount to at least \$10,000. Considering our large expenditures and the embarrassment to our work that would be created by an attempt to reduce the budget, a working surplus of \$20,000 might be more appropriate.

How are these increases to be met? Our present budget is secured by small fees from such patients as are able to pay and from contributions from other sources, chiefly from friends of the Dispensary. During the past year \$79,618.32 has been raised from small fees from patients. The remainder of \$94,000, or \$14,381.68 has been contributed from other sources. It does not seem probably that we shall be able to add much to our income in the near future by increasing fees from patients, nor can the Dispensary at present look to the College for additional assistance. The increased cost to the College of housing the Dispensary and defraying the larger portion of the incidental overhead is all that the College seems able to contribute at this time.

The problem of securing additional funds for the immediate needs of the Dispensary work is the problem of increasing the contributions from friends of the Dispensary. I should like to see this immediate problem combined with that of securing a permanent endowment. The College will, of course, gladly co-operate in assisting the management of the Dispensary to carry out such a program. The interests of the College in the success of the Dispensary is vital. Combined, the two should be able to make a strong appeal to the public, for this appeal can be made to those who would be interested in assisting one of the outstanding charities of the city as well as to those who would be interested in a great educational undertaking.

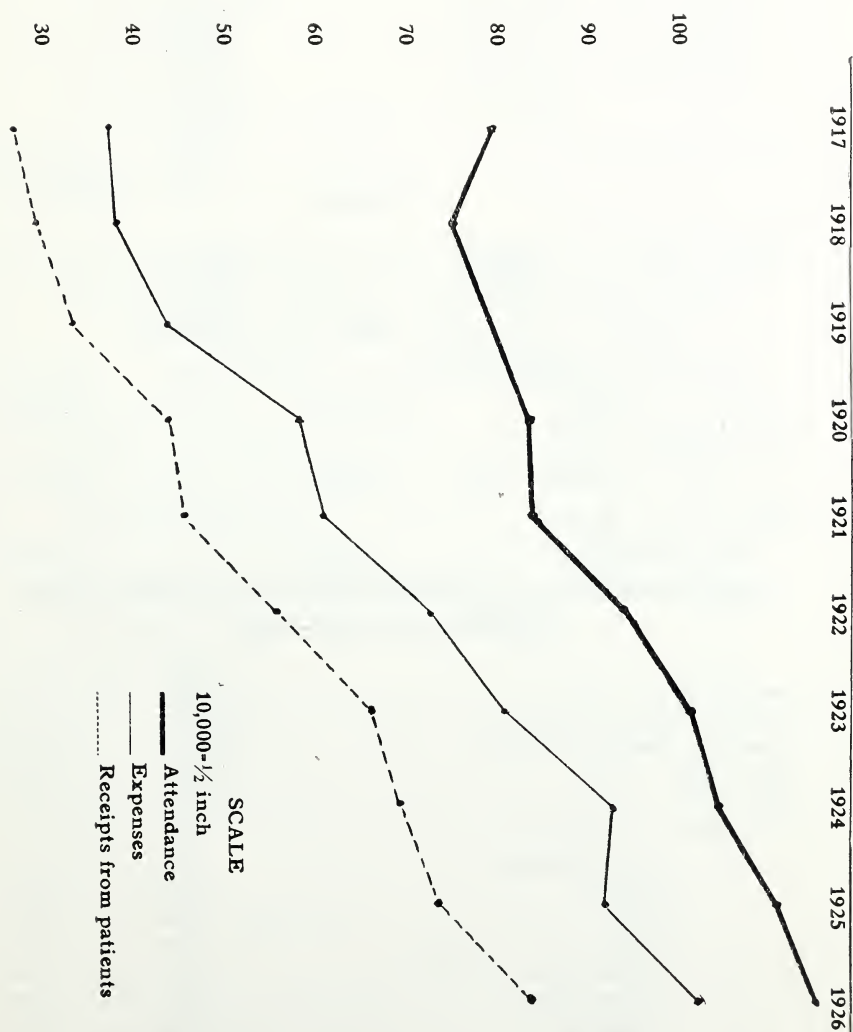
The Dispensary must look to the College for assistance in other problems which are vital in our program of making the Dispensary a place where we may render the best service possible for patients. The first of these is the early development of graduate instruction in clinical medicine whereby each clinical department may be provided with a suitable corps of graduate students serving as clinical assistants. What the manning of the Dispensary with graduate students in this capacity will mean is already shown in such departments where the graduate clinical assistants have been introduced. In the department of Oto-laryngology we are now employing twelve full-time graduate students and are taking care of many more patients than we did formerly and for the first time since I have been connected with the Dispensary—almost thirty years—the patients in this department are receiving something like adequate attention.

The regular staff appointed by Rush Medical College finds the Dispensary work much more interesting as well as instructive, since they are relieved of a great deal of the detail work with which they were formerly swamped and which was never properly taken care of. The program of undergraduate medical instruction is carried on in a much more orderly fashion than when the students intermingled promiscuously throughout the Department, with the staff unable to give them that attention which they should have, and incidentally interfering more or less seriously with the problem of first importance, namely, the proper care of the patients.

Paradoxical as it may seem, the greatest efficiency of the Dispensary as a place for medical instruction is only attained by ignoring, as it were, medical instruction and centering efforts on the development of efficiency in the care of the patients. I would suggest to those departments in the Dispensary who have argued that they do not have room for graduate students because their introduction interferes with the instruction of undergraduates, that they try the formula suggested here, of trying that system which will assure the best service for the patients which means the introduction of a corps of graduate students working as clinical assistants and demonstrate for themselves the fact that this will prove to be the most satisfactory way of providing a suitable place for undergraduate medical instruction.

Secondly, the Dispensary looks to the College for the adjustment of proper relations with the Hospital. Of first importance in this connection is the apportionment of definite hospital facilities for the use of Dispensary patients. The haphazard arrangement under which we are carrying on work at present is anything but satisfactory, for it defeats the primary purpose of the Dispensary, that of providing service for the patient and does more to break down the prestige of the Dispensary work than any other single factor. In this adjustment of relationship with the hospital the College must work out some plan whereby those men who are devoting their time to the care of Dispensary patients may have the opportunity of following the treatment of these patients after they enter the hospital, for without a basis of this kind no permanency of loyalty and enthusiasm among Dispensary workers can be expected.

Graph showing attendance, expenditures and receipts from patients during the last ten years



COMPARISON OF RECEIPTS AND EXPENDITURES IN 1925 AND 1926

	1925	1926	
Cash on Hand at Beginning of Year	\$7,372.07		\$6,726.92
Receipts for Year:			
Contributions	\$13,723.82	\$11,344.15	
Investments	1,586.93	1,677.00	
Other Sources	1,489.36	1,583.01	
From Patients	69,623.08	79,573.32	
	<u>86,423.19</u>	<u>94,177.48</u>	
Special Contribution		3,387.00	97,564.48
	<u>\$93,795.26</u>		<u>\$104,291.40</u>
Expenditures for Year:			
Pay Roll	58,486.12	61,651.45	
Other Expense	28,582.22	33,023.24	
	<u>87,068.34</u>	<u>94,674.69</u>	
Special Expenses (Paid out of Special Contribution)		3,387.00	98,061.69
Balance at end of year	\$ 6,726.92		\$ 6,229.71
Total Unpaid			
Bills on December 31st.	1,594.26		2,687.11
Note:			
Deficit between Income and Expenditures	645.15		492.21

COMPARISON OF ATTENDANCE IN CLINIC FOR YEARS 1925 AND 1926

	1925	1926
New Patients	20,058	21,504
Revisits of Old Patients.....	84,709	85,654
Aggregate Number of Visits.....	104,767	107,158
Free Visits	13,632	14,723
Paid Visits	91,135	92,435
Percentage of visits free.....	13.1	13.7
General Medicine	11,839	13,378
Syphilis	14,760	15,183
Skin	6,740	6,362
Surgery	7,831	7,143
Throat, Nose and Ear.....	12,071	12,544
Genito-Urinary	7,171	7,796
Pediatrics	3,715	4,639
Gynecology	5,180	5,459
Obstetrics	2,207	2,187
Eye	6,222	6,775
Neurology	3,287	3,372

Cardiac	2,198	2,451
Diabetic	1,160	1,270
Orthogenic	338	301
Speech	669	545
Nutrition	640	529
Massage	70	114
Infant Welfare	3,420	2,879
*Physio-Therapy	1,182	476
Dentistry	822	1,126
Nutrition (night)	1,050	953
Industrial	12,195	11,685
Grand Total	104,767	107,158
*Did not function first half of 1926		

**INDUSTRIAL AND BUSINESS ORGANIZATION WHOSE
EMPLOYEES VISITED THE CENTRAL FREE
DISPENSARY FOR MEDICAL CARE
DURING 1925 AND 1926**

	1925	1926
Armour & Company.....	99	92
American Can Co.....	13	19
American Car & Foundry Co.....	6	6
American Express Co.....	57	60
Alfred Decker & Co.....	18	16
Argo Corn Products Co.....	22	17
Automatic Electric Co.....	21	28
Automatic Telephone Co.....	6	4
Addressograph Co.	2	2
Adams Express Co.....	1	3
Albert Pick & Co.....	7	4
American Steel Co.....	1	1
Boston Store	22	25
Bowman's Dairy	15	6
Benjamin Electric Co.....	9	4
Butler Bros.	6	7
Bordens	3	5
Babson's	—	1
Bunte Bros. Candy Co.....	15	7
Best Co.....	1	—
Chicago Tribune	3	3
Chicago Herald & Examiner.....	12	3
Chicago Evening American.....	3	2
Chicago Screw Co.....	5	3
Crane Co.	68	74
Carson Pirie Scott Co.....	15	19
Continental Can Co.....	11	14

	1925	1926
Consumers Co.	21	9
Checker Cab Co.	10	16
Cusack Sign Co.	1	1
Commonwealth Edison Co.	50	40
Chicago Fuse Co.	4	5
R. R. Derring Co.	25	18
R. Donnallys Co.	7	6
Edison Electric Co.	—	26
The Fair	10	22
Florsheim Shoe Co.	21	11
Farwell	1	1
Griffin Wheel Co.	12	3
Griffith's	—	1
Hillman's	6	4
Hub	—	2
Hurley Washing Machine Co.	5	6
Hart, Schaffner & Marx.	96	61
Hines Lbr. Co.	—	4
International Harvester Co.	58	130
Illinois Steel Co.	36	38
Illinois Mall. T. Co.	3	1
Illinois Bell Telephone Co.	55	62
Illinois Tailoring Co.	2	2
Jelke Co.	4	7
Kuppenheimer Company	14	14
Kellogg Switch	11	6
Jas. S. Kirk & Co.	4	2
Kimball Piano Co.	20	18
Karpen Furniture Co.	6	5
Libby, McNeil & Libby.	12	9
Lyon & Healy	3	2
Marshall Field & Co.	71	76
McCormick Co.	86	139
Morris & Co.	—	2
Montgomery Ward & Co.	19	22
Mandel Bros.	16	12
National Biscuit Co.	22	44
National Mall. Cast. Co.	14	8
National Tea Co.	4	7
Omaha Packing Co.	9	8
E. V. Price Co.	6	2
Philipsbornes	5	—
Peoples Gas Co.	18	16
Parmalee	3	2
Pullman Car Co.	75	61
Paris Garter Co.	3	—
Post Office	113	99

	1925	1926
Premier Cab Co.....	16	15
Postal Telegraph Co.....	—	3
Rothchild's (The Davis Co.).....	2	7
Ryerson's	1	6
Royal Tailoring Co.....	1	3
Sears, Roebuck & Co.....	121	128
Swift Packing Co.....	61	57
Standard Oil Co.....	5	4
Singer Sewing Machine Co.....	3	—
Schultz Piano Co.....	8	2
Sawyer Biscuit Co.....	15	4
Sprague Warner Co.....	6	5
Stromberg's	8	3
Thompson's Restaurant	4	9
U. S. Rubber Co.....	5	3
United Dairy Co.....	3	2
United Specialty Co.....	3	3
Union Stock Yards.....	2	9
Ward's	9	3
Wieboldt's	8	7
Wilson & Co.....	21	24
Wrigley's	6	5
Western Electric Co.....	192	277
Western Union Tel. Co.....	38	44
Western Felt Co.....	4	1
Western Foundry Co.....	5	4
Western Shade Co.....	6	4
Westinghouse Electric Co.....	2	1
Wells Fargo	1	—
Wolff Mfg. Co.....	29	13
Wilson Jones Loose Leaf Co.....	5	1
Yellow Cab Co.....	87	130
Your Cab Co.....	1	22
Belt Railroad Co.....	6	13
Baltimore & Ohio R. R. Co.....	23	22
Chicago & Alton R. R.....	10	7
Chicago, Milwaukee & St. Paul R. R.....	47	56
C. B. & Q. R. R.....	32	45
Chicago Rapid Transit Co.....	34	36
Chicago & East. Ill. R. R.....	4	7
Grand Trunk R. R.....	5	10
Illinois Central R. R.....	43	33
Michigan Central R. R.....	4	4
Chicago & Northwestern R. R.....	135	121
Pennsylvania R. R. Co.....	25	39
Rock Island R. R. Co.....	15	15
Pere Marquette R. R. Co.....	3	2
Sante Fe R. R. Co.....	38	45
Chicago Surface Lines.....	119	119
Wabash R. R. Co.....	3	6
New York Central R. R.....	16	—
Soo Lines	—	7

BY-LAWS OF THE CENTRAL FREE DISPENSARY

As Amended January 6, 1917

ARTICLE I.

NAME, OBJECT, PLACE OF BUSINESS, AND SEAL.

Section 1. *Name.* The name of the corporation shall be the CENTRAL FREE DISPENSARY OF WEST CHICAGO.

Section 2. *Object.* The object for which said corporation is formed is in general as follows: to aid persons who are sick and unable to pay for medical attendance, and to do this work efficiently and with no pecuniary profit.

Section 3. *Place, etc.* The business of said corporation shall be located in Chicago in the state of Illinois.

Section 4. *Seal.* The corporate seal of this corporation shall contain the full corporate name of this corporation. Within the circle shall be the words, "Corporate Seal 1873."

ARTICLE II.

Section 1. *Membership.* Any person upon the payment of \$10.00, and whose name shall be approved by the Executive Committee shall become an "Annual Member."

Any person upon the payment of \$25.00, or more, and whose name shall be approved by the Executive Committee shall become a "Contributing Member," for the period of one year.

Any person upon the payment of \$500.00, and whose name shall be approved by the Executive Committee shall become a "Life Member."

All members shall be entitled to vote at any annual or special meetings of the corporation. Voting may be either in person or by proxy, and each member shall be entitled to one vote.

All persons directors of this corporation at the time of the adoption of these by-laws shall, by reason of past services, become members for life.

Section 2. *Membership Committee.* The President at the first meeting of the Board of Directors shall appoint, subject to the approval of the Board of Directors, a committee of three, to be known as the "Membership Committee," who shall hold office for one year, and until their successors are appointed, and whose duties shall be to solicit and recommend to the Executive Committee persons for membership.

ARTICLE III.

MANAGEMENT AND CONTROL.

Section 1. *Directors.* The affairs of the corporation shall be managed and controlled by a Board of 21 members to be known and styled as the Board of Directors, who shall be elected by the members of the corporation on the first Tuesday of April, 1914. Seven of the above members of the Board of Directors are to be elected to hold office for the period of one year and until their successors are elected; seven to be elected to hold office for the period of two years and until their successors are elected; and seven to be elected to hold office for the period of three years and until their successors are elected.

Section 2. *Annual Meeting.* After the year 1914, there shall be held on the third Tuesday in January of each year, annual meetings of the corpora-

tion, for the purpose of electing directors whose terms shall have expired under the provision of the above section, and to transact such other business as may legally come before such meeting.

Section 3. *Special Meetings.* Special meetings of the members of the corporation may be called by the Secretary upon request of a majority of the Board of Directors, or upon the written request to the secretary by fifteen members of the corporation, and the call for such meeting shall state the time, place and business to be transacted, and no business other than that contained in the call shall be transacted.

Section 4. *Qualification.* Any person of good moral character, a resident of the State of Illinois, and who is a member of the corporation, may be elected a director. The vote shall be by ballot, and a majority of those voting shall be necessary for an election. At least one of the directors shall be a member of the faculty of Rush Medical College.

Section 5. *Vacancies.* Vacancies on the Board of Directors may be filled by the majority of the remaining members of the Board at any directors' meeting regularly called and held.

Section 6. *Officers.* The directors shall elect all the officers of the corporation.

Section 7. *Compensation.* No director shall receive a salary or compensation for services as director.

Section 8. *Quorum.* Twelve members of the corporation shall constitute a quorum for the transaction of business at any regular or special meeting thereof.

ARTICLE IV.

MEETINGS OF DIRECTORS, QUORUM, ETC.

Section 1. *Directors' Meetings.* The Board of Directors shall meet quarterly on the third Tuesday of January, April, July and October, and the first meeting of said Board shall convene immediately upon the adjournment of the regular annual meeting of the members.

Section 2. *Special Meetings.* Special meetings of the Board of Directors may be called at any time by the President, and in his absence by the Secretary, on application in writing by a majority of the members of the Board, by mailing to each director, at least three days prior to the date of such meeting, a written or printed notice, stating the object, time and place of such meeting.

Section 3. *Quorum.* A quorum shall consist of *seven members* of the Board of Directors, but directors less than a quorum may adjourn the meeting to a future date.

ARTICLE V.

Section 1. *Officers.* The officers of the corporation shall be a President, a Vice-President, a Second Vice-President, a Secretary and a Treasurer, to be elected by the Board of Directors at its first meeting, and which officers shall hold their respective offices for a period of one year, and until their successors are elected and qualify.

Section 2. *President.* The President shall preside at all meetings of the Board of Directors, and at meetings of the Executive Committee; counter-sign orders drawn by the Secretary on the Treasurer, call any special meetings of the Directors or Executive Committees when he may deem it necessary, or whenever he is requested to do so by three Directors.

Section 3. *Vice-President.* In the absence of the President, the First Vice-President, and in his absence, the Second Vice-President shall perform

the duties of the President. In case of the death, resignation or removal from the State of the President, the First Vice-President shall be ex-officio President, until the end of the term to which the President shall have been elected.

Section 4. *Secretary.* The Secretary shall keep a correct record of the proceedings of all meetings of the members, Directors, and Executive Committee; draw all orders for money on the Treasurer; have the custody of the corporate seal, which he shall attach to such documents as may require the seal; make and sign all certificates of election of directors, and see that they are recorded according to law; and keep a correct and revised list of all members of the corporation, and their addresses.

Section 5. *Treasurer.* The Treasurer shall have the custody of all moneys belonging to the corporation and shall only disburse the same upon orders, signed by the Secretary and properly countersigned by the President; and funds shall be invested only upon the approval of the Board of Directors. The Treasurer shall qualify by giving to the corporation a bond, with security to be approved by the Executive Committee, conditioned for the proper keeping, use, disbursement, investment and transfer to his successor of all moneys, bonds, and other property of the corporation, which may come into his hands as such Treasurer.

Section 6. *Executive Committee.* There shall be an Executive Committee consisting of three members. The President shall be Chairman of this Committee. The other two members shall be appointed by the President subject to the approval of the Board of Directors. The members of this committee shall hold office for one year or until their successors are appointed. The Executive Committee shall have charge of the general conduct of the Dispensary and shall make general rules governing the same.

Section 7. *Fiscal Year.* The fiscal year of the corporation shall begin on the first day of January of each year, and terminate on the last day of December of the same year.

Reports. All officers shall make full and complete reports of their acts and doings in reference to the business of the corporation at the annual meetings of the members of the corporation.

ARTICLE VI.

FINANCE COMMITTEE

Section 1. *Finance Committee.* The President at the first meeting of the Board of Directors shall appoint, subject to the approval of the Board of Directors, a committee of three to be known as the "Finance Committee," who shall hold office for one year and until their successors are appointed, and whose duties shall be to raise funds for the support and financing of this organization, and shall have power to devise plans for raising the money and providing means for carrying on the work of this corporation, and which committee shall make a report at each meeting of the Board of Directors, except the first, and at the annual meeting of the members of the corporation.

ARTICLE VII.

Section 1. The By-Laws of this corporation may be modified, altered or amended at any annual meeting of the Board of Directors, or at any adjourned session thereof, provided that the party or parties proposing the same shall mail a copy of said proposed amendment to each member of the Board of Directors, at his place of residence, at least one week prior to the meeting at which said proposed amendment is to be offered.

ARTICLE VIII.

Section 1. *Auditing.* The books of the Dispensary shall be annually audited by a certified Public Accountant.

ARTICLE IX.

Section 1. *Rules.* Robert's "Rules of Order" shall be the rules used in the conduct of all meetings.

